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19 December 1963

MEMORANDUM FOR: Executive Director

SUBJECT : Printing

1. The CIA Printing Committee has completed a rapid examination of the burden placed by the DD/I upon the Agency's printing facilities. We are forwarding to you recommendations based on this survey alone, prior to our investigation of other Agency components, because of the urgency of the problem and because approximately 80% of PSD's work load is provided by the DD/I.

2. Format, Techniques, and Graphics

Our examination has confirmed the existence of a trend, almost universal in the DD/I, toward the use of a variety of techniques to improve the appearance of publications of all categories. These techniques include graphics of various types, multi-colored charts and illustrations, photo prints, fancy covers and bindings, typesetting, etc. This trend shows no sign of leveling off; on the contrary, it is picking up speed. However commendable it may be in itself, and regardless of the kudos it has won from admiring readers, it must be brought under control. It contributes significantly to the work load of PSD and to increasing the cost of its operations.

Recommendations

That the AD's be directed:

a. to employ graphics and like devices more sparingly, and never merely for the sake of appearances; OK

b. to use PSD's limited facilities in this general area with greater discrimination, reserving the full treatment for publications which will be OK

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read by high-level government officials and drastically reducing color and the other graphic devices in publications such as technical and economic research papers which are basically analyst cooking to analyst;

c. to consult PSD as far in advance as possible when graphics are desired in a publication, both for advice on what would be appropriate and for a determination of what would be feasible in terms of PSD's current work load; OK

d. to approve personally the printing of publications involving extensive use of graphics, color, and similar presentation devices. OK

3. Proliferation of Publications and Excessive Printing

The Committee has taken note of the tendency of publications to proliferate, at considerable expense to PSD. This proliferation is seen both in the birth of new publications which are merely added to those already extant and in a steady rise in the number of printed copies of each item. We have encountered many examples of research papers on esoteric or nuts-and-bolts type subjects which we feel would have very limited readership but which are run off in relatively large numbers and eventually create a storage problem. There are also a number of examples of publications which have no official status but are nevertheless submitted daily to PSD for printing and which have a not inconsiderable circulation.

Recommendations

That the AD's be directed:

a. to make a hard-nosed survey of the recipients of the regular publications for which they are responsible with the aim of reducing bloated distribution lists and cutting the number of printed copies to manageable proportions; OK

b. to cut the number of printed copies of publications and special issuances to no more than 5% above the distribution list proven necessary; OK

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c. to discontinue immediately certain publications which appear either to have little value or to have outlived their usefulness. Examples we have in mind are the Current Intelligence Digest, the Daily Summary, and Reconnaissance Activity;

d. to stop the printing of unofficial publications forthwith. Those we have noted are Daily Economic Highlights, Eastern European Intelligencer, Military Division Briefs, and Soviet Affairs Notes. If issued at all, these should be typed rather than printed.

4. Deadlines and Priorities

We have noted a general tendency to submit requisitions to PSD with short deadlines and high priorities with too little regard for the fact that this practice requires overtime work. We recognize that much of this is inevitable. We feel, however, that in many instances the deadlines fixed are unnecessarily short and the priorities artificially high.

Recommendations

That the AD's be instructed:

a. in planning their production to allow adequate time for printing so as to avoid requiring overtime work in PSD to the highest degree possible; OK

b. to assume personal responsibility for ascertaining that any short deadlines imposed on PSD are genuine. They should also look into the possibility of adjusting deadlines (on the CIB, for example) so as to make it possible for PSD to reduce its night shift. OK

5. Programs

a. FBIS. PSD has recommended that FBIS publications be produced by offset printing rather than mimeograph. This would require the purchase of some additional equipment (costing approximately \$35,000), but would yield annual savings in PSD of approximately \$67,400 and four personnel. FBID, on the other hand, contends that the savings accruing to PSD through conversion to offset printing would be offset by increased costs in FBID, with no net gain for the Agency. PSD disagrees with this. The Printing Committee is inclined

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to support PSD's recommendation. However, because of the technicalities involved and the short time at our disposal, we have not felt it possible to make a firm statement to this effect.

Recommendation

That the DD/I be instructed to examine this problem immediately with FBID and PSD and to submit a report to the Executive Director on whether or not the savings envisaged by PSD are possible. OK

b. NIS. We call your attention to the fact that some 31% of CIA's entire printing requirements and 38.7% of the DD/I's stem from the NIS program. PSD devotes 90 man years annually to this program which costs, over-all, approximately \$875,000. Notwithstanding the recent USIB endorsement of the NIS program, responsible officials interviewed in the DD/I (except AD/OBI) felt that the expenditure of effort on the NIS was out of proportion to its value.

Recommendations

That the DD/I be instructed:

a. to conduct a searching examination of the NIS program and submit recommendations to the Executive Director as to whether, from CIA's viewpoint, it should be continued, reduced in scope, or altered; |

b. to stretch out NIS printing requirements and deadlines so as to relieve pressure on PSD. |

6. In conclusion, we would point out that we consider the attitude of the AD's to be of crucial importance. We found most of the offices visited to be more interested in justifying current practices and even expanding requirements than in cutting back and making more discriminatory use of resources. We believe, therefore, that the AD's must be brought to understand that the only alternative to effecting the economies recommended will be to transfer slots and funds to the PSD. It would be most helpful if

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it were realized throughout the Agency that the point has been reached where PSD cannot carry any new publications on the top of its load without taking something of equal size off the bottom.

Recommendation

That the DD/I be directed to provide the Chief, PSD, with a point of authority at the DD/I level to whom he can refer any printing problems which cannot be resolved between PSD and the AD concerned.

7. The Printing Committee is aware that the economies recommended, while necessary, will have the effect of downgrading the appearance of some Agency publications and reducing their appeal in a competitive market. It may be advisable, therefore, for DCI to stress at the USIB level the need for similar economies throughout the Intelligence Community.



JAMES W. FEATHERSTONE
Chairman, CIA Printing Committee

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